

MEMPHIS POLICE DEPARTMENT

OPERATIONAL ASSESSMENT

Staffing, Organization and Structure

PART TWO

SPECIAL OPERATIONS DIVISION



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TABLE OF CONTENTS

<u>SPECIAL OPERATIONS STAFFING AND ORGANIZATION</u>	<u>4</u>
ORGANIZATIONAL STRUCTURE	4
<u>WORKLOAD AND STAFFING ANALYSIS AND RECOMMENDATIONS</u>	<u>6</u>
DETERMINING SPECIAL OPERATIONS STAFFING NEEDS.....	6
<u>SPECIAL SERVICES</u>	<u>7</u>
AIR SUPPORT	7
CANINE	7
HARBOR PATROL	8
MOUNTED PATROL	8
RESERVE COORDINATOR	8
OFFICERS IN SCHOOLS	8
<u>SPECIAL OPERATIONS.....</u>	<u>10</u>
TACTICAL ACTION AND CONTAINMENT TEAM (TACT).....	10
BOMB SQUAD.....	11
CITY COURT OFFICERS	11
SPECIAL EVENTS.....	11
<u>TRAFFIC.....</u>	<u>12</u>
DUI.....	12
SPECIAL TRAFFIC INVESTIGATIVE SERVICES	12
MOTORS.....	12
POLICE SERVICE TECHNICIANS	12
<u>ORGANIZED CRIME</u>	<u>14</u>
VICE.....	14
CRIMINAL APPREHENSION TEAM.....	15
PROJECT SAFE NEIGHBORHOODS GUN UNIT.....	15
INVESTIGATIVE SUPPORT UNIT.....	15

PROPERTY/EVIDENCE DESTRUCTION TEAM.....	17
INTERSTATE CRIMINAL INTERDICTION.....	18
DARE/GREAT	18
CRIME PREVENTION.....	18
GANG INTELLIGENCE TEAM.....	19
CRIMINAL ENTERPRISE TEAM.....	20
DEA TASK FORCE.....	22
DRUG RESPONSE TEAM.....	22
<u>ORGANIZATIONAL STRUCTURE RECOMMENDATIONS.....</u>	<u>25</u>

Special Operations Staffing and Organization

Special operation functions in the MPD are primarily carried out in four organizational units. Special Services and Special Operations contain functional areas that provide specialized services to the Department. The Traffic Bureau focuses on traffic related matters, and the Organized Crime Unit is responsible for proactive investigations related to specific crime types. Several units charged with crime prevention are also part of the Organized Crime Unit.

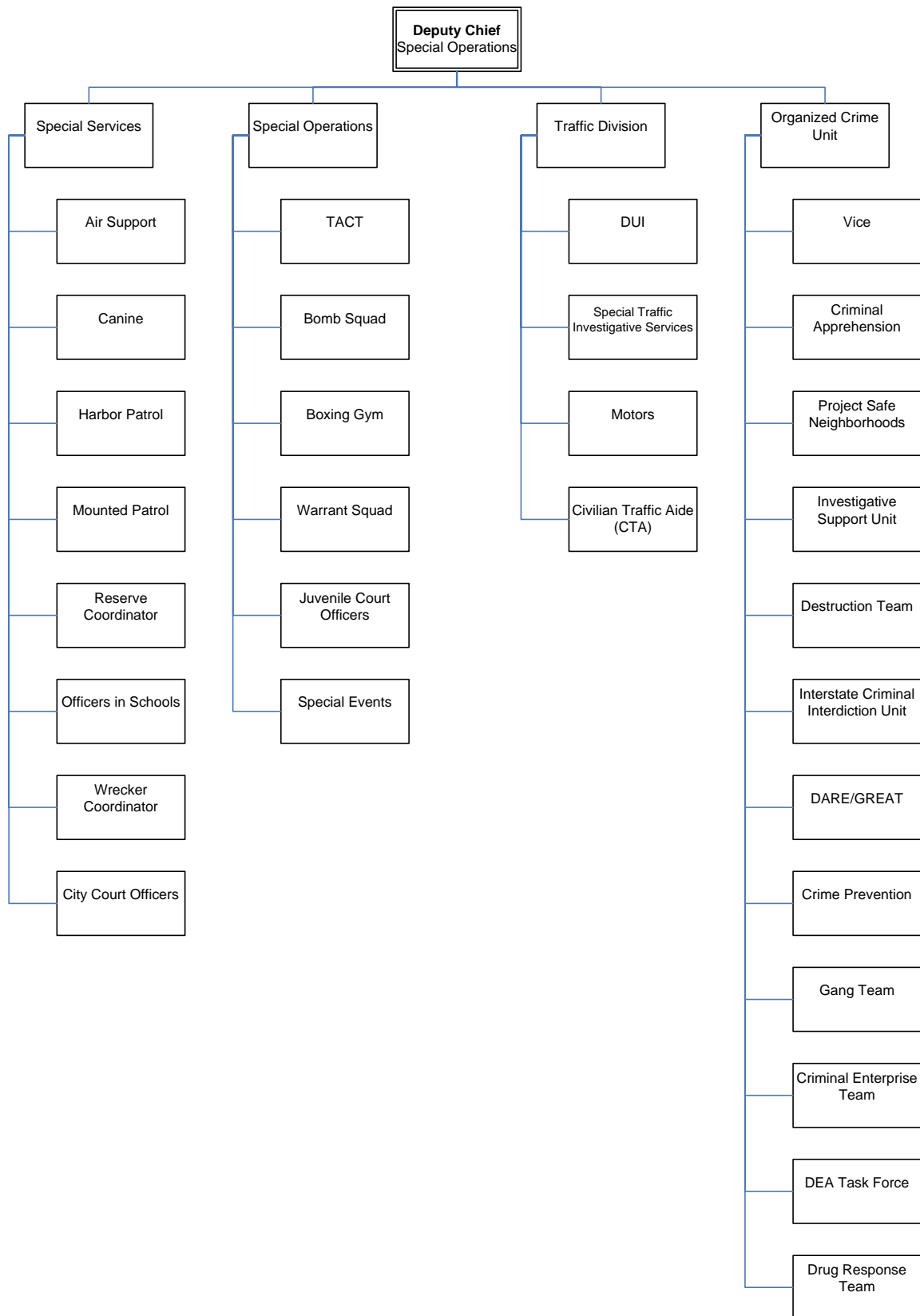
This section of the report focuses primarily on workload and staffing needs of the MPD's Special Operations Unit.

Organizational Structure

The organizational structure of the Special Operations Division is traditional and hierarchical. Command and supervision of each subdivision¹ is assumed by sworn personnel, ranging from Deputy Chief to Lieutenant. A complete description of staffing for each unit is provided later in this report.

A table of organization for the Special Operations Division is provided on the following page.

¹ There are varying designations applied to functional units. Special Operations is generally described as a division. Subsequent layers of the division may be referred to as unit, team, division, bureau, or section. This report applies the labels most frequently used in Department documentation.



Recommendations about organizational structure are provided later in this report.

Workload and Staffing Analysis and Recommendations

This section of the report describes each unit and team in the special operations division, the work outputs of each team, and how the teams are currently staffed. In some cases, staffing recommendations are provided. A description of how staffing requirements are determined is provided in the next section.

Determining Special Operations Staffing Needs

Staffing levels in the Special Operations Division are for the most part discretionary; however, there are instances where workload for particular units is generated by external factors. For instance, special teams such as TACT and the Bomb Squad provide specialized services to the department, and their workload is generated by external actions that require the capabilities of a specialized team. Units such as air support, canine and mounted patrol support department operations in a more general sense. These units add value to department operations and improve the department's response in ways that are more difficult to quantify.

Proactive investigative and prevention programs are discretionary. In investigative units such as vice and drug enforcement, workload is measured by outputs, such as the number of arrests and/or the number of investigations initiated. Subsequently, it is difficult to precisely know the relationship between how discretionary units are staffed and the incidence of crime in Memphis. Supervisors and other subject matter experts may be able to articulate the value associated with Special Operations staffing levels, but cannot measure it. Subsequently, decisions regarding how many resources should be provided to these units are intuitive, political and based on staffing history.

Where possible, PERF has made staffing recommendations for individual teams in the Special Operations Division. In some cases, the recommendations are related to supervisory best practices. In instances where staffing is discretionary, no recommendations are made.

The remainder of this section of the report discusses the various units and teams that make up the Special Operations Division.

Special Services

The Special Services Unit of the Memphis Police Department consists of eight separate teams. Special Services provides the MPD with support resources for the field operations and prevention activities.² The unit is broken down into the following teams.

Air Support

The MPD Air Support Unit provides a wide variety of support services to the MPD, including assisting field officers in active investigations and tactical situations. The unit will also provide support to surrounding jurisdictions that request assistance. Air Support is staffed by one Major, three Lieutenants, eight Sergeants and two police officers. The unit is supported by three civilian maintenance positions; the unit is equipped with three helicopters, providing aerial coverage for the City of Memphis and the surrounding area. Air Support is staffed 7 days a week working two shifts a day. The following table describes selected 2011 activities of Air Support,

2011 Air Support Activity

Activity	Number
Aircraft Hours	968
Directed Patrols	2621
A Shift Arrests	30
B Shift Arrests	58
Station Calls and Assist Other Agencies	722

Air Support is a high value function in a city the size of Memphis. Staffing levels should continue at a level that ensures safe and effective operations.

Canine

The Canine Unit is supervised by one Major, four Lieutenants, 19 officers and two reserve officers. Each officer has a primary canine assigned to him/her as do the Reserve Officers. The unit functions as a resource support operation for uniform patrol. Of the current 20 canines within the unit, 15 of those are dual trained in explosion detection and narcotics detection. The primary duties of eight of the canines include explosive detection and seven canines are trained

² With the exception of the OIS Program and Air Support, PERF has not been able to obtain 2011 workload data for the remaining Special Services units. Workload data will be added to this report when it becomes available.

in narcotic detection. The division is capable of providing support 7 seven days a week and 24 hours a day.

Harbor Patrol

The Harbor Patrol Unit of the MPD consists of one part-time Lieutenant and three officers. One officer assigned to the team is a Reserve Officer. Five boats are assigned to the team, which include two 'Whalers' and 'Jon Boat'. With these resources, the Harbor Patrol is capable of providing maritime assistance on the Mississippi River and similarly smaller bodies of water like McKellar Lake. Officers of this unit are trained by the United States Coast Guard and Tennessee Wild Life Resource Agency.

Mounted Patrol

Mounted Patrol Unit is staffed with one Lieutenant, one Sergeant, four Reserve Officers and 10 horses. Duties of Mounted Patrol include crowd control on special events and providing a positive presence to the downtown and shopping communities. Based upon the season and riding environment, the hours of operation are flexible to accommodate the businesses districts or seasonal events.

Reserve Coordinator

One Lieutenant is assigned as a reserve coordinator. The Reserve Unit is compromised of 119 Reserve Officers. 66 of the Reserve Officers assist with patrol duties. 24 assist in the Administrative Division and the remaining officers assist in various units, such as Mounted, Traffic, Academy, and Canine. Reserve Officers are paid a ceremonial \$1.00 per year, and provided with free health insurance, if they choose to accept it. Reserve Officers are required to pass POST certification. This supplemental resource for the MPD provides manpower for parades, traffic assignments and general crowd control for special events

Officers in Schools

The Officers in School (OIS) program allocates 37 full time patrol officers, and 210 part-time crossing guards to 22 high schools 12 middle schools in the City of Memphis. In addition to proactive police work, they provide mentoring and a positive role model to the students they come into contact with on a daily basis. During the summer months, when schools are not in session, the full-time officers return to a uniform patrol assignment. The following workload summary was obtained from the unit's 2011 annual report.

2011 OIS Activity

Activity	Number
Felony Arrests	141
Misdemeanor Arrests	423
Misdemeanor Citation	176
Juvenile Summons	1096
Traffic Citations	4176
Weapons Seized	30
Drugs Seized (grams)	253

The OIS program adds value to the community and the operations of the MPD, providing both outreach and enforcement activities. Throughout the country, these types of programs have been successful in reducing crime in the schools and promoting positive relationships between youth and police officers. No change in current staffing levels is recommended.

Special Operations

The Special Operations Unit is made up of six teams that provide operational support to the MPD. Four of those teams are discussed below.

Tactical Action and Containment Team (TACT)

This team is trained to respond to various emergency situations, and is responsible for handling barricaded situations, hostage rescues, counter-terrorism, and high risk felony apprehensions. The TACT Unit also participates in VIP security details, community outreach programs, and gun seizures.

The TACT unit is staffed with one Major; two lieutenants and 11 officers. They rotate between the day shift and evening shift every month. The team conducts physical fitness training daily and tactical training three days per week. The following workload summary was obtained from the unit's 2011 annual report.

TACT Unit 2010 and 2011 Activity

Activity Type	2010	2011
Barricade/Hostage	13	8
Blue Crush Details	28	2
Community Outreach	16	8
Felony Arrests	20	17
Gun Seizures	16	5
Misdemeanor Arrests	118	51
Moving and Non-Moving Citations	1595	370
Officer Initiated Activity (Specials)	11,041	12,094
Radio Calls	148	323
Search Warrants/Attempt Pickups	2	3
VIP Security	8	7

Increasing staff to deploy both day and swing shifts has been discussed. The rationale is that the additional officers would allow the team to work closely with other units in the department, including organized crime and the gang unit, and identify areas to work Blue Crush initiatives. While this is a highly trained unit critical to the operation of the department, their overall workload in their area of their specialty (tactical operations) is low. Based on their current workload, no increase in TACT staffing is recommended.

Bomb Squad

PERF has not obtained current information related to the structure, staffing and workload of the Bomb Squad. This section of the report will be updated when the information becomes available.

City Court Officers

The City Court officers provided services necessary to maintain the order of the city court system. They insure the verification and accountability of subpoenas that are issued to officers for traffic and juvenile court appearances. Six Traffic Courts Bailiffs ensure the safety of the court room while in session. The warrant squad officer's responsibilities include the service of subpoenas to witnesses in city court cases, arbitrations hearings and civil service hearings. Two wrecker permit officers maintains 'vehicles for hire' and wrecker company compliance. The unit is staffed by a Lieutenant, a sergeant, and nine police officers.

Special Events

PERF has not obtained current information related to the structure, staffing and workload of the special events unit. This section of the report will be updated when the information becomes available.

Traffic

Traffic is divided into four sections: Motorcycle Squad (Motors), Special Traffic Investigation Squad (STIS), Special Traffic Enforcement Unit (STEU) and Police Service Technicians (PSTs). During 2011 there were 73 traffic fatalities in Memphis, 20 of them related to alcohol use. A description of each section is provided below.

DUI

The DUI Section responds to calls in the city relating to DUI offenses. All MPD DUI officers are specially trained in the testing of drivers suspected of being under the influence of alcohol or other drugs. DUI officers are assigned to three shifts, and are lead by one Major and five Lieutenants. There are eight officers assigned per shift.

Special Traffic Investigative Services

The Special Traffic Investigative Services Section investigates critical/fatality crashes, hit and run investigations and officer involved crashes. The unit does not have primary responsibility for traffic patrol and enforcement; however they have assigned two Sergeants to in a quasi - supervisory and enforcement capacity on interstate highways. They may patrol city streets and conduct routine traffic enforcement when they have staff available. This unit is staffed 24 hours per day in three shifts. There are a total of 14 Sergeants/Investigators and two Lieutenants on each shift.

Motors

The primary function of the Motors (motorcycle patrol) Section is the enforcement of traffic laws, the investigation of crashes and participation in special events. Motors operate with two distinct groups. The first has one Lieutenant and nine officers. The second has one Lieutenant and seven officers.

Police Service Technicians

Police Service Technician (PST) is an entry level position on the Memphis Police Department. PSTs primarily handle crash investigations, issue non-moving traffic citations, recover stolen vehicles, and act as support personnel. They do not carry weapons or respond to crime scenes unless called to do so in a traffic enforcement capacity.

2011 Traffic Unit Activities

Crash Investigations	
Fatal Crashes	73
Hit and Runs Investigated	3429
Police Vehicle Crashes	434
Total Crashes Investigated	4808
Felony Investigations	
Habitual Motor Vehicle Offenders	290
Other Felony Investigations	39
Enforcement Activities	
Long Tickets Issued	41,652
Short Tickets Issued	1086
Misdemeanor Citations	1557
Physical Arrests	292
Other Traffic Activity	
Calls	11504
Specials	83457
Details	3314
Traffic Control	7345
Assist Motorist	6589
Criminal Calls	27
DUI Unit	
DUI Arrested	1680
DUI Processed	1759
Special Events	
Special Event Details Worked	1274
Special Events on-duty Man hours	7,475
Special Events Off-Duty Man Hours	34701
Total Special Events Man Hours	42,177

Workload in the Traffic Unit is both externally driven and discretionary. The volume of traffic accidents creates the need for specialized traffic investigators. Traffic enforcement is both externally driven and discretionary. It follows that the more officers assigned to this unit will generate more traffic citations, and there is a correlation between enforcement and accident reduction. This is a high value, high output unit. No staffing changes are recommended.

Organized Crime

The Organized Crime Division is made up of 12 functional units. While most units carryout proactive enforcement activities, some units provide crime prevention and outreach programs. Generally each sub-unit in organized is referred to as a “team”. They are each described below.

Vice

The Vice Team is responsible for monitoring and law enforcement related to adult oriented businesses, prostitution, beer and liquor permits, and the sale of alcohol to underage persons. The team identifies vice issues and problems through complaints from citizens, information provided by the precincts and information provided by city officials. Enforcement initiatives may be based on this information, along with officer’s historical knowledge of crimes associated with individuals and/or locations.

The team is staffed by one Lieutenant, 1 Sergeant and 11 officers, working 4:00 PM to Midnight each day. Schedules are adjusted based on investigative necessity.

The following table provides Vice Team activity in 2011.

2011 Vice Team Activity	
Activity	Number
Felony Arrest	89
Misdemeanor Arrest	646
Misdemeanor Citations	584
Warrant Arrests	6
Warrants Issued	511
Drug Arrests	36
Search Warrants Executed	24

Staffing of the Vice Team is discretionary, and the number of units assigned to vice investigations is generally related to community, police department, and political perceptions of the extent of the problem, while considering the viable options for reducing vice-related crimes.

Criminal Apprehension Team

PERF has not obtained complete current information related to the structure, staffing and workload of the Criminal Apprehension Team. This section of the report will be updated when the information becomes available.

Project Safe Neighborhoods Gun Unit

The Project Safe Neighborhood Gun Unit is a multi-jurisdictional unit, charged with investigating all gun related crime in the City of Memphis. Their primary approach is to seek federal or local prosecutions related to guns and/or ammunitions crimes, particularly where felons are in possession of a firearm when committing another crime. Some of the crimes charged are related to illegal interstate commerce of weapons and ammunition. The unit reaches out to officers in the department to make them aware of the units' capabilities and the type of evidence the unit needs to pursue prosecutions.

The Unit is staffed by one Lieutenant, five Sergeants and seven detectives from the MPD, one Detective from the Shelby County Sheriff's Office, and two agents from Alcohol, Tobacco and Firearms (ATF). The team meets weekly with prosecutors to plan investigative strategies.

Since the unit's inception in 2002, the unit has been responsible for 1446 federal indictments for gun crimes. The gun unit's activities for 2011 are presented in the following table.

2011 Gun Unit Activity

Activity Type	2011
Firearms Arrests Reviewed	2150
Identified Felons	599
Non-Felons	1551
Chemically Processed Firearms	149
Federal Indictments.	54

The patrol staffing data presented earlier in this report found an extremely high incidence of "armed person" and "shots fired" calls, underscoring the importance of this multi-jurisdictional approach in reducing gun crime. While staffing remains discretionary, it is a high value program with significant outputs, and should continue to be staffed at current levels.

Investigative Support Unit

The Investigative Support Team (IST) operates in an undercover and uniform capacity targeting organized auto theft rings and organized residential burglary offenders. The team also provides

support services for the investigative bureaus, apprehending wanted suspects for investigators. The offenses target by the IST is based upon their impact on the crime rate in Memphis. Burglaries and auto thefts make up approximately one-third of all Uniform Crime Report offenses in the city.

The ISU is made up of one sergeant, twelve officers/detectives and one clerk. One officer is assigned to the City Lot to identify stolen vehicles. The clerk provides administrative and operational support, answering phones and monitoring the radio to query information about license plates and persons contacted in the filed. The remaining personnel are organized into two specialized teams: One sergeant and five officers make up the Auto Theft Team and the other six officers are assigned to the Residential Burglary Team. Members of the unit are assigned take home vehicles and work a 5/8 schedule with varied hours Monday through Friday. Days off and work hours may be modified as necessary and officers are on a rotational 24 hour, on-call schedule.

Members of the unit identify areas to work by reviewing all auto theft and residential burglary reports occurring between 9:00 AM and 5:00 PM the previous week, work closely with a crime analyst, communicate on a regular basis with investigators and task force members, obtain intelligence information from field contacts and interviewing suspect. Duplication of effort between bureau investigators and the ISU is prevented by officers personally contacting investigators requesting to work on identified cases and submitting supplemental reports to be added to investigative case files.

The following table illustrates the activity of the Investigative Support Unit in 2011.

2011 Investigative Support Unit Activity

Arrests	
Felony	565
Misdemeanor	10
Misdemeanor Citations	6
Warrant Arrests	30
Warrants Issued	47
Narcotic Seizures	
Marijuana (grams)	56
Crack Cocaine (grams)	6
Oxycodone	53
Other (pills)	306
Other Seizures	
Cash	\$53,411
Vehicles	5
Handguns	16
Long Guns	4

***Recommendation:* The Investigative Support Unit should increase staffing by one Sergeant.**

Since ISU works primarily in an undercover capacity, the department and unit would benefit from additional oversight in the field. Adding a second sergeant to the ISU would provide an experienced investigator on both the Auto Theft and Residential Burglary Teams.

Property/Evidence Destruction Team

Initiated in 2006, the Property/Evidence Destruction Team is located within the Organized Crime Unit of Special Operations but work under the supervision of the Major assigned as property room manager. The team is responsible for the destruction of drugs, weapons and general inventory. Three lieutenants and five sergeants make up the eight-person team. The team works day shift hours with Saturday/Sunday as normal days off, but may be called in during off-duty time as warranted. Property/Evidence audits are conducted in partnership with the City's Internal Audit, Internal Affairs, the Property Room Manager and members of the Property/Evidence Destruction Team.

The primary measure in assessing the staffing of this unit is whether or not the unit is keeping up with externally generated workload in a high quality manner. Based on information obtained from supervisors providing oversight to the property and evidence team, no staffing changes are recommended.

Interstate Criminal Interdiction

PERF has not obtained current information related to the structure, staffing and workload of the Interstate Criminal Interdiction Team. This section of the report will be updated when the information becomes available.

DARE/GREAT

The GREAT program is an initiative that provides gang resistance education and training to youth in three public schools in the City of Memphis. The program is under the direction and supervision of a Lieutenant. The GREAT program is funded by the Memphis Police Department and is assisted by several large corporate sponsors. It provides three months of instruction to students in the 6th grade. The program teaches the students the importance of learning to walk away from gang recruitment and to resist the urge to succumb to negative peer pressure from existing gangs within their schools or community. The training is provided by three officers who provide 45 minutes of instruction, once a week. A normal course of instruction concludes after 10 successful sessions. Upon graduating from the course, students are awarded by attending a four week camp during the summer months. The officers who teach the Great Program are required to complete a training course offered by the Tennessee Highway Patrol.

The DARE program is provided in thirty schools, and is taught by eight officers. Students of the 5th grade are targets of this training program. The DARE Program teaches the negative effects of alcohol and drug abuse, focusing primarily on marijuana. DARE instruction is provided once a week in 45 minute increments. DARE program officers are also trained in the GREAT philosophy by the Tennessee Highway Patrol.

Staffing levels for these programs are discretionary and based on the number of youth the MPD wishes to reach. With DARE and GREAT the larger question is whether the programs work in reducing the targeted behavior. Many studies have demonstrated that the DARE program is not effective in reducing drug and alcohol abuse³. Some studies have found the GREAT program to be somewhat effective. Prior to evaluating staffing needs, MPD should first consider the value of the programs to the Department and community.

Crime Prevention

PERF has not obtained current information related to the structure, staffing and workload of the Crime Prevention Team. The section of the report will be updated when the information becomes available.

³ Most studies note that the DARE program is effective in improving relations between youth and police.

Gang Intelligence Team

The Gang Intelligence Team or 'Team 13' of the Organized Crime Unit has city wide responsibility for intelligence gathering and enforcement activities related to gangs. Based on information provided to the Real Time Crime Center, the Gang Team responds to activity based on the current density maps which reflect criminal activity and violence within the precincts. The team was created in June of 2011.

The current team members are selected by the Lieutenant of the team based on work ethic and recommendations. Officers assigned to this team have approximately 5-6 years of experience and are not selected using the current 'bidding' process. The team is under the supervision of a Lieutenant and is comprised of two sergeants of ten officers.

The following chart is describes team activity since their inception of June 2011.

2011 Gang Intelligence Team Activity

Arrests	
Felony	158
Misdemeanor	51
Misdemeanor Citations	5
Narcotic Violations	28
Warrant Arrests	13
Narcotic Seizures	
Marijuana (grams)	2,080.97
Crack Cocaine (grams)	4.08
Powder Cocaine (grams)	21.9
Lortab/Hydrocodone	109.5
Xanax	70
Percocet	78
Other (grams)	14,171
Other Seizures	
Cash	\$16,560.00
Vehicles	3
Hand guns	5

Since this team has been in existence less than one year, it is too soon to evaluate workload. Desired staffing of this function is discretionary, and should be subjected to an evaluation of outputs and qualitative value on a regular basis.

Criminal Enterprise Team

The Criminal Enterprise Team (CET) or “Team-Seven” of the Organized Crime Unit is responsible for the investigation and enforcement of major narcotic dealers and traffickers. The team is under the command of a lieutenant and staffed by one sergeant and 11 detectives/officers. The CET sergeant assists the lieutenant in the daily operation of the team.

To establish investigative case priorities, the CET has identified the most active narcotic dealers in Memphis. The CET then works in partnership with other law enforcement entities including the DEA Task Force and Federal Bureau of Investigation to serve as force multipliers in apprehending major drug dealers and disrupting the illegal narcotic business in Memphis. To accomplish their mission, the CET uses various investigative strategies including surveillances, informants, link analysis, and wire taps.

The Criminal Enterprise Team is organized into two investigative teams and employs a 5-8 work schedule with days off and hours of operation varying based upon the needs of on-going cases. To enhance operational safety, detectives are required to work in pairs. A daily briefing is conducted at the beginning of each shift to establish a work plan for the day. The team may revise the daily plan should investigative opportunities of a higher priority develop. Members of the team are required to complete a Daily Activity Sheet to monitor the development of cases, capture the activity of detectives and measure the effectiveness of the team.

The following table illustrates the activity of the Criminal Enterprise Team during 2011.

2011 Criminal Enterprise Team Activity

Arrests	
Felony	279
Misdemeanor	48
Misdemeanor Citations	40
Narcotic Violations	289
Warrant Arrests	8
Warrants Issued	4
Narcotic Seizures	
Marijuana (grams)	502,101
Crack Cocaine (grams)	10,190
Powder Cocaine (grams)	912
Ecstasy	148
Lortab/Hydrocodone	2,738
Heroin	15
Xanax	642
Oxycodone	26
Morphine (pills)	25
Valium	173
Other (pills)	306
Other (grams)	12,110
Other Seizures	
Cash	\$446,335
Vehicles	110
Handguns	65
Long Guns	11

Recommendation: The Criminal Enterprise Team should increase staffing by one Sergeant. Due to the nature of undercover narcotics work, particularly involving the major drug offenders targeted by the CET, the department and team would benefit from additional operational oversight rather than the current ratio of 1:10 between sergeant and detectives. An additional sergeant included on the team would provide first line oversight for each of the two teams on the CET.

Recommendation: The Department should initiate a clear deconfliction policy. Such a policy enhances the safety of all members of the MPD working drug enforcement as well as outside agencies conducting narcotic investigations within the jurisdiction of the Memphis Police Department. A deconfliction policy is a vital component of drug enforcement and necessary for officer safety and maintaining the continuity of narcotic investigations.

Recommendation – The Department should rotate police officer positions in the Criminal Enterprise Team. Positions that involve undercover work in a criminal environment may have an adverse impact on officer's personal and professional well being. Rotation of CET officers every two to three years will mitigate the adverse impact. This approach will create the

opportunity for more officers to be rotated into the CET, and subsequently develop new skills. Finally, a fixed period rotation will bring “new faces” to undercover assignments.

DEA Task Force

The DEA Task Force is a multi-agency and multi-jurisdictional task force developed to investigate high-level illegal narcotics activity. The MPD provides one lieutenant and five police officers to the task force and the Lieutenant is in charge of supervising one of the two teams. The Lieutenant goes to weekly meetings at the department to provide and collect pertinent information.

The task force provides value to the MPD in that is a force multiplier in the investigation of high-level drug activity Memphis. Task force members receive training and develop contacts with outside agencies, which create opportunities for career growth. Members of the task force share asset forfeitures.

Recommendation: Quarterly reports on DEA Task Force activities and productivity should be provided to MPD officials. Without regular reporting it is difficult for the MPD to assess value and staffing needs for the task force.

Recommendation: MPD should evaluate the need for the number of units dedicated to enforcing narcotics laws. In addition to the DEA task force, The Criminal Enterprise Team is also responsible for the investigation of high level drug violations, and other teams enforce street level drug violation. The need for sophisticated deconfliction tactics was discussed earlier. With multiple units working drug crimes there is also the possibility of duplication of effort.

Drug Response Team

The Drug Response Team (DRT) or “Team-Eight” of the Organized Crime Unit has city-wide responsibility for the enforcement of street level narcotics. The team is under the command of a Lieutenant and is comprised of one sergeant and eleven detectives/officers. The DRT sergeant assists the lieutenant in the daily operations of the team. Detective/Officer selection to the team is accomplished with input from previous supervisors to reward highly motivated patrol officers that have demonstrated exceptional work.

Members of the team primarily work in an undercover capacity on a five-day per week, eight-hour per day schedule. Days and hours may vary based upon the needs of investigative cases. Those working in the DRE have take-home vehicles and members of the team work in cooperation with other drug investigation organizations within and outside the Memphis Police

Department. Detectives may temporarily be assigned to the Criminal Enterprise Team if they develop information that is beyond the scope of a street level team.

Cases are developed by both self-initiated activity and through information provided by the public. Detectives are expected to build cases based upon their personal observations, the development of informants and information provided by other members of the department. In 2011, the team conducted 88 “knock-and-talk” operations, served 173 search warrants, and followed up on 214 drug complaints to the police department and 143 to the Mayor’s Office. The below chart illustrated the activity of the Drug Response Team during 2011:

2011 Drug Response Team Activity

Arrests	
Felony	322
Misdemeanor	80
Misdemeanor Citations	136
Narcotic Violations	451
Warrant Arrests	42
Warrants Issued	15
Narcotic Seizures	
Marijuana (grams)	150,752
Marijuana/Odium Plants	624
Crack Cocaine (grams)	458
Powder Cocaine (grams)	426
Ecstasy	230
Lortab/Hydrocodone	2,304
Heroin	30
Xanax	445
Oxycodone	183
Morphine (pills)	20
Meth (ICE)	5.5
Meth Labs	9
Other (pills)	3,320
Other (grams)	14,171
Other Seizures	
Cash	\$292,931
Vehicles	43
Handguns	77
Long Guns	21
Other Weapons	13

Recommendation: Staffing of the Drug Response Team should be increased by adding one **Sergeant**. Although members of the DRT are highly motivated and productive detectives/officers, they do not have the experience of an investigative sergeant. Due to the

nature of undercover narcotics work, the department and team would benefit from additional oversight in the field rather than the current ratio of 1:10 between sergeant and detectives.

Recommendation: The Department should rotate police officer positions in the Drug Response Team. Positions that involve undercover work in a criminal environment may have an adverse impact on officer's personal and professional well being. Rotation of vice officers every two to three years will mitigate the adverse impact. This approach will create the opportunity for more officers to be rotated into the Drug Response Team, and subsequently develop new skills. Finally, a fixed period rotation will bring "new faces" to undercover assignments.

OCU Overall Recommendation: The OCU should seek to increase their effectiveness and efficiency through technology improvements. Some sections which comprise the Organized Crime Unit enhance their investigations through increased usage of electronic surveillances, cell phone data dumps and link analysis.

Organizational Structure Recommendations

The organizational structure of the Special Operations Division is traditional and hierarchical. Command ranks are consistent with their organizational placement. Nonetheless, PERF consultants have several recommendations that would improve organizational efficiency and clarity. They are:

- The MPD should rename the Special Operations Unit to the “Special Teams Unit” so as to not cause confusion with the Special Operations Division.
- The MPD should rename the Organized Crime Unit to simply “Crime Unit” to better reflect the mission of its teams. The label of “Organized Crime” has a connotation that does not accurately reflect the work of all of the teams in the Unit.
- The MPD should establish uniform organizational names for each functional unit in the division. As an example, Special Operations is generally described as a division. Subsequent layers of the division may be referred to as unit, team, division, bureau, or section. Consistency will aid employees and citizens in better understanding the organization and how it functions. This issue has been discussed earlier in this report in regard to the entire department. Suggestions are made there.
- The MPD should reorganize the Special Operations Division so that all crime prevention functions are organized under one Unit command. These would include OIS, DARE/GREAT, Crime Prevention, and the Boxing Gym.

Current organizational and naming conventions appear to have evolved over time, and may be the result of attempts to balance unit command workload. The recommended changes, while minor, will focus all crime prevention activities into one area, and clarify the organizational structure.